

22 October 1974

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Report on Attendance at the [REDACTED] Seminar on Leadership, 13-18 October 1974 STATINTL

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1. In this report I will not review in detail the structure nor the content of the [REDACTED] Seminar since this material has been recorded previously and thoroughly in the reports submitted by Mr.

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[REDACTED] I will concentrate instead on my impressions of the method employed [REDACTED] and my feelings regarding the usefulness of this approach to the Agency on a continuing basis.

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2. As has been reported, the Seminar is conducted in a most comfortable environment [REDACTED]

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and the accommodations, food, meeting facilities and other creature comforts are well taken care of. This is a very deliberate and important effort on the part of [REDACTED] to get environmental things settled early so as to permit the group to devote maximum time and energy to the substance being offered. His efforts pay off and in comparing my experience in this Seminar with other external training, I noted that there was considerably more serious student application to the tasks at hand than has been the case in other situations. The three of us who participated in this session each commented upon its conclusion that the cocktail hours had been noticeably short and there was an absence of the customary late night poker games and the like. The week was, for the most part, all business.

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3. On the more substantive side of evaluating the Seminar, I feel that [REDACTED] approach is unique and offers considerably more than does the "normal" management course or seminar. The uniqueness results primarily from the fact that he has avoided the overworked cliches and has concluded that management leadership can only be studied meaningfully when it is directly related to psychological theory. In his particular case he has chosen Freudian psychoanalytic theory as the framework on which to build. The use of the phrase "framework on which to build" is significant in that he emphasizes that the theory is obviously controversial and, therefore, participants in the Seminar should not expend too much energy in trying to accept every detail of the theory but rather utilize it as a tool or reference point to which practical situations and problems can be related. Obviously, since he is utilizing the theory, he must devote some time to developing it for

the participants and this he does on the first and second days. It was the consensus of the participants at our particular seminar that while these first two days were laborious, they were absolutely essential in terms of what was to follow.

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4. In the course of the last three days of the Seminar, the emphasis switches from the pure psychological theory to the practical applications of theory to everyday management and leadership situations, and [REDACTED] and his staff demonstrate quite convincingly that leaders in any organization do in fact play roles of considerable psychological importance to their subordinates and that it is critically important for the leaders to realize this in order to maximize their own effectiveness while at the same time meeting certain legitimate needs of their subordinates. In terribly over-simplified terms, he is pointing out the importance of understanding the "father image" role of the leader and how to handle it. A great deal of time is also spent on the psychological costs of change and how to cope with such costs — a long neglected area of management concern.

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5. While it has been noted above that what really distinguishes the [REDACTED] Seminar from many other techniques employed in management training is the direct application of pure psychological theory, it should be noted rather emphatically that to pull off this relationship in an effective and meaningful manner requires a high degree of teaching skill and technique. [REDACTED] has gathered about him a staff of distinguished psychologists and psychiatrists, most of whom are affiliated with institutions of higher learning [REDACTED] but he has been careful to screen out of the staff people whose qualifications are solely academic. Rather, he has attracted a group of men having an unusual blend of both academic and practical experience within both Government and commercial organizations. This emphasis on practical experience does much to help create quick intellectual rapport between the faculty and the seminar participants who are, of course, drawn from the practical world of large organizations.

6. In addition to the technique and the staff, there is a third factor that plays an important part in the success of any experience such as this seminar; it is, of course, the participants and their relationships individually and as a group. In this particular running of the Seminar, our group was made up for the most part of officers of large corporations holding positions equivalent to vice presidencies. It was a congenial group described by the staff as being unusually supportive of its individual members. I was impressed with the openness with which members of the group were able to discuss problems relating to their own organizations, and I believe that great care must be taken by the Agency to ensure that any future Agency officers sent to the course are prepared for and skillful in the business of openly discussing Agency problems and situations where it is proper to do so.

I was left with the distinct impression upon the conclusion of the Seminar that the three of us who attended from the Agency had made a real contribution to the group and had changed many individual attitudes as a result of our conscious efforts to avoid "spookiness." Should an officer be unable or unwilling to talk of his role in the Agency and the types of problems that he faces, I do not believe he should be sent to the Seminar.

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7. In the course of a private session [REDACTED] he and I discussed the Seminar, its techniques and its goals, in terms of application to the Agency. I told him that it was my opinion that the Seminar had been an exceptionally useful experience for me and that I felt that any Agency leader or near term potential leader could benefit greatly from attendance. However, I told him that other than by attendance of senior Agency personnel at the Seminar, I was not sure what other applications might be possible within the Agency. I pointed out [REDACTED] that I thought much of the benefit of experiences such as the Seminar resulted from the opportunity for Agency officers to get in an external situation where they could exchange ideas with non-Agency people holding somewhat similar positions, and where they could reflect upon non-Agency problems. In other words, I expressed some concern [REDACTED] that possibly much of the worth of the Seminar might be diminished should we decide to embark with him on an in-house program at some future date (as I gather has been preliminarily discussed with him as a possibility).

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8. [REDACTED] appears to be sincerely interested in the Agency and in determining what contribution he can or cannot make towards its management training. He appears well aware of some of the changes we are undergoing vis-a-vis our relationships to society and the stresses of trying to do more with reduced resources, and I believe he feels his approach to leadership training could be of significant use to us in coping with these new factors. However, at no time did he give me the feeling that he was trying to sell me on his product. He is probably well aware that it sells itself.

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9. In summary, then, I believe the Seminar utilizes a unique approach to leadership training and is conducted in a first-class manner by an exceptional faculty. I would recommend that we send additional senior officers to attend subsequent seminars and thus gain not only the benefits of their individual attendance but also broaden our base of judgment for determining what future advantage we might be able to take of [REDACTED] very dynamic approach to the problem of organizational leadership. I do not believe that a rush to such a judgment is either required nor desirable; like most potent and expensive medicines there is much to be said for small doses.

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MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Evaluation of the [REDACTED] Seminar --- STATINTL
On Leadership

1. Subject Seminar was in my opinion the most interesting course I have had the pleasure of attending. Each day the students' knowledge of underlying theory was developed and expanded so that it became almost automatic to approach problem solving in terms of the interrelationships of people.

2. The course was very thought provoking and mind expanding. It is difficult for the undersigned to make comparisons to other management courses as he has had limited exposure to management type courses. One possible comparison is to the one week Grid Course. This Seminar was far superior in its theory and application. It is my opinion that there is far more pay-off in the [REDACTED] Seminar than in the Brookings or the Grid Courses.

3. I found since returning that I have spent time thinking about the course, reading the lectures in the evening and meditating on how to apply the various theories presented. This in itself is unusual because the other courses attended were quickly forgotten after returning to the real world. Last week, for example, we had a crisis in a personnel situation where the senior supervisor decided suddenly to retire. It was an officer we did not want to lose and while I might have handled the situation the same based on an intuitive feeling of what was wrong, I was able to understand what had happened more clearly because of the Seminar. It enabled me to recognize and respond to the fact that this officer considered the "psychological contract" between officer and organization to have been broken due to the officer's interpretation of organization

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SUBJECT: Evaluation of the [REDACTED] Seminar ---
On Leadership

reaction to pending changes which will affect the daily work routines of that officer. I believe because of the insight I was able to more quickly rectify the problem and retain a valued officer.

4. I would recommend attendance for senior Agency officials. I talked with Mr. Daniel C. Searle, Chief Executive Officer, Searle & Company and Mr. Vincent Verdiani, President, Sun Oil Trading Company, representatives of companies that regularly send senior officers. It was their opinion it is good for the officers and a pay-off for the respective companies.

5. In addition to sending senior officials to the course the Agency might wish to consider such a seminar as a one week course connected with Mid-Career or other management courses presented [REDACTED] Such a course could be led by [REDACTED] and one or two of his psychiatrists with participation of our Office of Medical Services' psychiatrists. Another thought along this line is the possible use of such a course for training young case officers who must know, in their trade, what makes people "tick" and how to exploit agents' human desires and needs. STATINTL
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6. In summary, it was a Seminar that for me in one fashion or another will have a lasting impact and daily application.

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[REDACTED]
Thomas B. Yale
Director of Finance

31 October 1974

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : [REDACTED] on Leadership

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1. Earlier evaluations by [REDACTED] provide excellent summaries of the seminar and I see no reason to repeat in this memorandum what they have already reported. Both conclude that the seminar was educational and useful. I agree with them. In fact, I am enthusiastic about the experience. I believe [REDACTED] approach to leadership is sound, has durability and can be beneficial to the Agency.

2. There are three distinct initial uses that we can make of Levinson:

a. Consultant to the Director - I am sufficiently impressed with [REDACTED] to believe that the Director would benefit from occasional discussions with him about organizational (non-operational) problems. [REDACTED] has no gimmicks, expensive instructional materials or unusual personal dynamism. He does have broad experience with large organizations, clearly understands how human beings interrelate and seems to have uncommonly good judgment. In my opinion, anyone serving as DCI and demonstrably interested in the best possible managerial practices, as Mr. Colby obviously is, can profit from [REDACTED] expertise.

b. [REDACTED] Because of the uniformly high quality of the participants from the private sector (see attachment), there is no practical substitute for the week [REDACTED] Deputy Directors, Associate Deputy Directors and Component Chiefs would be comfortable with and challenged by their peers from industry. I am convinced they would discover the experience stimulating and beneficial. Furthermore, senior officers with an early exposure [REDACTED] would be in tune with and able to assist the Director in formulating any management philosophy derived from his own discussions with [REDACTED] assuming acceptance of (a) above, by the Director.

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c. Management Seminar (formerly the Advanced Management Program) - Two to three days' instruction [redacted] approach for Agency middle-level managers would add significantly to the leadership preparation of these officers. I talked [redacted] about this possibility. While his schedule is quite full for the next couple of years, he believes he could work out some arrangement using members of his staff with assistance from our own OMS professionals. If we reach a consensus on this suggestion, I would propose further discussions with [redacted] followed by enrollment of two OTR management instructors in an early [redacted] session. [redacted] we could design the [redacted] portion and place it in proper relation to other subject matter in the seminar. Based on our experience with it in the Management Seminar, we could then determine if it has wider application.

3. I suggest that the initial step is to convince the Director to talk with [redacted] and, hopefully, to endorse his approach to leadership. This would make it infinitely easier to convince senior officers to attend the [redacted] Seminar. It would also form a solid base for any later instruction included in the Management Seminar.

4. The optimum benefit from all of this could be an enlightened management philosophy providing more cohesive leadership and a better management environment for all employees. I believe we have a winner in [redacted] and his teachings.

[redacted]
Deputy Director of Training

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